Banking industry is one of the important and basic origins of economic growth. It forms the key artery for all the economic activities. The activities of the banking industry are considered the most important for the economic development of any country. The three main changes in the banking sector are viz. liberalisation, technological innovation, and globalisation, which focus on competition, customer service, and HR related issues etc. These all issues require high level of knowledge and competence of the executives, increased element of accountability of employees to achieve targets and looking after demanding customers. The results are enhanced work pressure among employees working in the banking industry. So, the banking organisation should concern on acquisition, development, motivation, and maintenance of their employees. Thus, the quality of work life has become one of the important issues these days in every banking organisation to dilute the stress level, reduce absenteeism, enhance the motivation, and increase the job satisfaction.

The chapter delivers the summary of research work carried out with the objective of analysing the perception of bank employees regarding various dimensions of quality of work life. The summary has contained three sections. The section-1 comprises the methodology followed; the second section represents the more important findings ensuing from the analysis. In the last section, suggestions are contributed. Thus, the present study draws an attempt to know the bank employees ‘perception regarding quality of work life and as well as to find out the organisational commitment of bank employees’.

7.1 Objectives of the Study

The main objective of the present study is to know the perception of bank employees regarding quality of work life and organisational commitment. More specifically, the study designs to accomplish the following objectives-

1. To find out the perceptions of bank employees regarding various dimensions of quality of work life.
2. To find out the overall level of quality of work life in commercial banks.

3. To find out the influence of demographic variables such as age, gender, marital status, designation, education, job experience, area of banks etc. on perceived level of quality of work life among employees.

4. To compare the perception of bank employees across the ownership pattern and size of banks regarding various dimensions of quality of work life.

5. To find out the perception of bank employees regarding various components of organisational commitment.

6. To find out the influence of demographic variables such as age, gender, marital status, designation, education, job experience, area of banks etc. on perceived level of organisational commitment among employees.

7. To compare the perception of bank employees across the ownership pattern and size of banks regarding various components of organisational commitment.

8. To find out the impact of quality of work life on the overall job satisfaction and organisational commitment of the employees.

9. To make suggestions based on the present study to improve the quality of work life and organisational commitment in the commercial banks.

**Hypotheses of the Study**

The hypotheses formulated for the present study are as follows:-

**Ho (1)** The perceived level of Quality of Work Life of bank employees do not vary across age, gender, marital status, designation, education, income, area of banks, and experience.

**Ho (2)** There is no significant difference in Quality of Work Life of employees between public sector banks and private sector banks.

**Ho (3)** There is no significant difference in Quality of Work Life of employees between large banks and medium & small banks.
Ho (4) The perceived level of Organisational Commitment of bank employees do not vary across age, gender, marital status, designation, education, income, area of banks, and experience.

Ho (5) There is no significant difference in Organisational Commitment of employees between public sector banks and private sector banks.

Ho (6) There is no significant difference in Organisational Commitment of employees between large banks and medium & small banks.

Ho (7) Quality of work life has significant impact on overall job satisfaction and organisational commitment.

The main findings of the study are as follows-

Findings related to profile of the respondents

- The profile of the respondents exhibited that the majority of respondents are male in case of Public Sector Banks and Private Sector Banks. Out of total 510 respondents 364 (71.4%) are male and 146 (28.6%) are female. In case of Public Sector Banks, out of 365 respondents 268 (73.4%) are male and 97 (26.6%) are female. The table depicts that in case of Private Sector Banks, out of 145 respondents 96 (66.2%) are male and 49 (33.8%) are female. Out of 365 respondents of public sector banks, 290 (79.5%) are married and only 75 (20.5%) are unmarried. In case of private sector banks 78(53.8 %) are married and 67 (46.2%) are unmarried.

- Regarding educational qualification of the respondents, out of 510 bank employees, 258 respondents are post graduates i.e., 50.6 per cent. In case of public sector banks respondents 161 (44.1%) are post graduates, 132 (36.2%) are graduates, 51 (13.9%) are qualified up to senior secondary level and remaining 21 (5.8%) have other qualifications (C.A., CAIIB, LLB etc.). The sample profile depicted that no respondent has upto secondary education in case of private sector banks. The majority of respondents from private sector banks are post graduate 97(66.9%) followed by 41(28.3%) are graduate and 7(4.8%) have other qualification.
• The sample described the majority of the respondents are in the age group of less than 30 years (47.3%). In the case of public sector banks majority of the respondents are in the age group of less than 30 years 137 (37.5%) followed by 50 years and above i.e., 128 (35.1%). 58 (15.9%) respondents are in the age group of 40 to less than 50 years, and the remaining 42 (11.5%) are in the age group of 30 to less than 40 years. 104 (71.7%) respondents in the private sector banks are in the age group of less than 30 years, 34 (23.5%) in the age group of 30 to less than 40 years and only 7 (4.8%) in the age group of 40 to less than 50 years. As far as the private banks are concerned no respondent is in the age group of 50 years and above. It shows that the majority of young generation employees are working in private sector banks as compared to public sector banks.

• Income-wise profile of sample exhibited that in case of Public Sector Banks 107 (29.3%) respondents have monthly income ₹ 55,001 and above, followed by 103 (28.3%) respondents having monthly income ₹25,001 to ₹ 40,000, 79 (21.6%) respondents having monthly income less than ₹ 25,000, and 76 (20.8%) respondents with monthly income ₹40,001 to ₹55,000. As seen in the sample profile of the Private Sector Banks, the majority of respondents i.e. 74(51.0%) have monthly income are less than ₹25,000. The sample comprised that in case of private sector banks, 43 (29.7%) respondents have monthly income of ₹25,001 to ₹ 40,000, followed by 18 (12.4%) respondents having monthly income ₹40,001 to ₹55,000 and only 10 (6.9%) respondents have monthly income ₹ 55,001 and above.

• The Category-wise sample profile presents that majority of respondents are found to be working as officers in case of public sector banks and private sector banks. 188(51.5%) officers and 177 (48.5%) clerical staff are from public sector banks. 145 (100%) officers have been taken from private sector banks. Due to non availability of clerical staff in many new generation banks of private sector the same are excluded from the study.

• The job experience-wise sample comprised 158 (43.3%) of the respondents in public sector banks and 117 (80.7%) in private sector banks having the
experience of job less than 5 years. In the case of public sector banks 146 (40.0\%) respondents have the experience of 25 years and above, followed by the 39 (10.7\%) respondents having the experience of 15 to less than 25 years, and 22 (6.0\%) having the experience of 5 to less than 15 years. But in the private sector banks no respondents have the experience of more than 15 years. In Private Sector Banks 117 (80.7\%) of the respondents have the experience of less than 5 years. Only 28 (19.3\%) respondents have the experience of 5 to less than 15 years.

- Area of bank-wise sample profile exhibits that out of total 510 respondents, the majority of respondents are from urban area i.e. 301(59.02\%). Out of 301 respondents, 196 respondents are from public sector banks and 105 from private sector banks. The sample depicts that 139 (27.25\%) the respondents are from semi urban area, followed by the 70 (13.73\%) from the rural area. The least number of respondents are from the rural area in case of both the public sector banks and private sector banks due to less number of branches in rural area.

- The Ownership Pattern of banks-wise composition of the respondents exhibits that the total sample size of 510 respondents comprise of 365 that is 71.6 percent from the public sector banks and 145 that is 28.4 percent from the private sector banks. Among the public sector banks, State Bank of India and Central Bank of India have contributed 265 (72.6\%) and 100 (27.4\%) to the list of respondents. The respondents from private sector banks are 100 (69.0\%) from ICICI Bank and 45 (31.0\%) from YES Bank.

- Size-wise profile of respondents exhibits that 71.6\% of the respondents are from the large banks and 28.4 percent are from the medium & small banks. The classification of banks in large banks and medium & small banks has been done on the basis of volume of business i.e. (sum of advances and deposits). From the large banks, State Bank of India and ICICI Bank have contributed 265 (72.6\%) and 100 (27.4\%) to the list of respondents. The respondents of Medium & Small Banks are 100 (69.0\%) from Central Bank of India and 45 (31.0\%) from YES Bank.
Findings related to Quality of Work Life

The perception of bank employees regarding sixty two statements of quality of work life has been analysed with the help of mean score, standard deviation, rank and t-value. These 62 statements have been grouped into thirteen dimensions viz. adequate and fair compensation, fringe benefits and welfare measures, job security, safe and healthy physical environment, work load, opportunity to use and develop human capacity, opportunity for continued growth, human relations and social aspect of work life, participation in decision making, equity, justice & grievance handling, reward and penalty system, work and total life space, and image of organisation in society. The results of two tailed t-test conducted in order to test mean scores of each of the statements against the null hypothesis of no significant difference from middle scale value (3) brings out the following:

• The first dimension ‘adequate and fair compensation’ comprises of five statements in which statement number 1, 2, 3 has been observed to the higher side of hypothetical value (3) and also found to be significant at 1 percent level of significance. It depicts that the employees have obtained higher extent of agreement on gross emoluments offered by their organisation enable them to maintain reasonable living standard, gross emoluments are commensurate with its ability to pay, and the main reason for one's financial pressures in this organisation is other than the level of gross emoluments available here. On the other hand, the mean scores of statement number 4 and 5 have not been found significant. Also the employees have lower extent of agreement on gross emoluments offered by their organisation are equivalent with one's responsibility, education, training and experience, and emoluments compare well with the gross emoluments offered by other organisations.

• The second dimension ‘fringe benefits and welfare measure’ comprises of three statements. The results indicate that the mean values of each of the statements have been found significant at 1 percent level of significance and the mean score is also on the higher side of hypothetical value in case of all
the three statements. It indicates that the fringe benefits and welfare measures available in their organisation take care of the interest of employees and their families, cover a wide range of issues concerning employees and compare well with those available in other organisations.

- Regarding the dimension ‘job security’, the mean value of each of the three statements has been found significant at 1 percent level of significance and found to the higher side of hypothetical value. It means that technological changes are not likely to render the employees jobless, employees cannot be terminated on flimsy grounds and there is no need to worry about the termination of job anytime in their banking organisation.

- The fourth dimension ‘safe and healthy physical environment’ comprises of three statements the mean values of which have been found significant at 1 percent level. The mean values are also found to the higher side of hypothetical value (3). It depicts that employees agree with the overall physical environment comfort from the view point of space, temperature level, lighting, neatness, cleanliness, and the environment of their organisation being free from air and noise pollution.

- Regarding the dimension ‘work load’ the mean values of each of the five statements have been obtained significant at 1 percent level of significance and the mean values also exhibited that the extent of agreement is ‘neutral’ about the work load faced by the employees while working in banking organisation.

- Regarding the dimension ‘opportunity to use and develop human capacity’ the highest mean score has been obtained on the statement i.e. job responsibility is clearly defined and communicated to employees in the organisation. The mean score of statement numbers 21, 22, 23 and 24 have been found to be significant at 1% level of significance. It shows that the level of agreement of employees is on higher side of hypothetical value while, the mean score of statement number 25, 26, 27 have not been found significant and extent of agreement is neutral regarding work assigned cannot be handled with routine procedures and knowledge of job, there is
least interference from the boss while handling a given job, and work assignments are not confined to operations of routine and repetitive nature.

- The result regarding the dimension ‘opportunity for continued growth’ exhibited that the mean scores of all the five statements (Sr. no. 28 to 32) have been found significant at 1 percent level and the mean scores are to also to the higher side of hypothetical value. It means that employees working in banking sector agree with the statements viz. promotion implies simultaneous improvement in pay scale, designation, type of job handled etc.; knowledge acquired through current activities are used in future assignments of higher order; training and development programs, career planning programs and advancement opportunities are available in their banking organisation.

- The dimension of ‘human relations and social aspect of work life’ is also an important determinant of quality of work life. The mean score of seven statements of this dimension have been found on the higher side oh hypothetical value and significant at 1 percent level of significance. The lowest mean score has been obtained on the statement number 40, in which employees disagree with the statement that get-together, joint tours etc. are regular features of work life. It is because these types of activities are not performed by the banking organisations.

- The perception of bank employees regarding the dimension ‘participation in decision making’ has been found on the higher side of neutral level of agreement. Regarding the statement number 41, 42, 43 and 44 the mean scores have found to be significant at 1% level and its mean are also on the higher side of hypothetical value. It shows that employees neither agree nor disagree with the statements viz. that the management consult with union representatives, while making important decisions affecting employees; office bearers also ensure that due weightage is given to the views of ordinary members; suggestions made by employees are duly considered by the management; and the management consults employees whenever a decision affecting their day-to-day work life is made. Regarding the
statement of ‘there is no fear of reprisal when it comes to dissenting/disagreeing from the views of management’ the mean score has been found significant at 5% level of significance and it depicts that the mean value is significantly different from the neutral level of agreement.

- Regarding the dimension ‘reward and penalty system’, the mean value of each of the statements have found on the higher side of hypothetical value and also found significant at 1 percent level of significance. It shows that employees agree with the statements viz. employees in their organisations are very particular about matters relating to punctuality, attendance, conduct etc.; people caught in committing serious offences and irregularities are not left with minor punishment; it is not difficult for meritorious employees to move to the positions of higher order; and hard work and achievements are recognized appropriately in various ways.

- ‘Equity, justice and grievance handling’ are also important dimensions of quality of work life. The mean scores of each statement has been found on higher side of hypothetical value and also the mean values have been found significant at 1% level of significance. It depicts that employees agree with the statements viz. the rules are equally applicable to all; grievances handling procedure available in their organisation enables to sort out grievances effectively; the grievance handling procedure available in the organisation enables to sort out grievance amicably and smoothly.

- Regarding the dimensions ‘work and total life space’ the highest mean score has been observed for the statement i.e. terms of job in this organisation and career demands do not require frequent transfer. The mean value has not been found significant at 5% level of significance. The bank employees neither agree nor disagree with the statement ‘while working in this organisation one can attend to their families and social obligations without many problems’. Its mean value has been found significant at 1% level of significance. Regarding the statement ‘there is enough time for pursuing hobbies while working in this organisation’ the mean value has been found at 1% level by significance and its mean is also to the lower side of
hypothetical value which showing disagreement with this statement.

- The mean value of each of the statement of the dimension ‘image of organisation in society have been found significant at 1% level of significance and its mean scores are also to the higher side of hypothetical value showing the agreement of employees regarding statements concerning the quality of service rendered by their banks, their banking organisation are highly concerned about issues relating to protection of environment, promotion of sports, education, culture, justice, equality; and employment practices are not biased in favour any particular community based on religion, sex, caste etc.

**Findings related to Comparative Analysis of Dimensions of Quality of Work Life**

Findings of comparative analysis made in order to find out whether there exists any significant difference in the perceived quality of work life across qualification, age, income, job experience, gender, designation, area of bank, and marital status are given as follows:

- The significant difference in the mean score across the four educational qualification-wise groups was found regarding two dimensions viz. Job Security and Image of Organisation in Society. In case of both dimensions the highest mean score has been obtained by the respondents up to senior secondary and lowest mean score has been observed by the respondents of qualification group i.e. graduation, however, no significant difference has been found regarding remaining eleven dimensions of quality of work life across the educational qualification-wise groups.

- The result indicate that the significant difference has been found out among the respondents of four age-wise groups regarding the four dimensions i.e. job security, reward and penalty system, work and total life space, and image of organisation in society. The highest mean score has been obtained in case of age group belonging to 40 to less than 50 years on two dimensions viz. reward and penalty system and image of organisation in society. The lowest mean score have been obtained by the respondents of the age group of 50
years and above on the dimension ‘work and total life space’ and by respondents of age group less than 30 years in the two dimensions ‘reward and penalty system’ and ‘image of organisation in society’.

- The study reveals that significant difference has been found in the perception of respondents in relation to their income on the three dimensions viz. ‘adequate and fair compensation’ ‘work and total life space’ and ‘image of organisation in society’. The lowest mean score on two dimensions viz. ‘adequate and fair compensation’, and ‘image of organisation in society’ have found in case of income group less than ₹25,000 and higher agreement has been exhibited on the dimension ‘work and total life space’ by the income group (less than ₹25,000). The highest mean score has been found in case of income group ₹40,001 to ₹55,000 on two dimensions viz. ‘adequate and fair compensation’, and ‘image of organisation in society’. No significant difference has been found in the mean scores across four income-wise groups on the remaining ten dimensions of quality of work life.

- The significant difference has been obtained in the mean scores across four groups of respondents having different job experience on four dimension viz. ‘adequate and fair compensation’, ‘reward and penalty system’, ‘work and total life space’, and ‘image of organisation in society’. The job experience group belonging to 15 to less than 25 years has obtained the highest agreement on these three dimensions viz. ‘adequate and fair compensation’, ‘reward and penalty system’, and ‘image of organisation in society’ and the lowest agreement has been exhibited by the job experience group of less than 5 years on three dimensions i.e. ‘adequate and fair compensation’, ‘reward and penalty system’, and ‘image of organisation in society’.

- Findings also revealed that the area-wise significant difference in the mean scores was observed only on one dimension ‘image of organisation in society’. The highest agreement regarding this dimension has been observed by employees of rural area and the lowest agreement has been depicted by the respondents of urban area.

- The study exhibits that gender-wise significant difference have been found in
the mean score on the dimension ‘human relations and social aspect of work life’. The female employees are more satisfied with the environment available in their bank where people are always ready to work in collective manner, provide socio-emotional support, union management relations are based on trust and there is a spirit of accommodation in their banks.

- The significant difference have been found between the married and unmarried employees regarding the four dimensions viz. ‘opportunity to use and develop human capacity’, ‘reward and penalty system’, ‘work and total life space’, and ‘image of organisation in society’. Married employees have obtained higher agreement than unmarried employees on three dimensions viz. ‘opportunity to use and develop human capacity’, ‘reward and penalty system’, and ‘image of organisation in society’. Thus, only on the dimension ‘work and total life space’ the respondents of single group have obtained higher extent of agreement. Regarding the remaining nine dimensions no significant difference has been found between the mean scores of married and unmarried employees.

- The result of size-wise analysis shows that significant difference has been found between the respondents of large banks and medium & small banks regarding seven dimensions viz. ‘adequate and fair compensation’, ‘job security’, ‘human relations and social aspect of work life’, ‘participation in decision making’, ‘reward and penalty system’, ‘equity justice & grievance handling’, and ‘image of organisation in society’. Results exhibit that there is better agreement of employees working in medium & small banks on all the seven dimensions due to the optimum utilization and development of human resources, technology up gradation with job security, coordination among employees in their organisation, more opportunities for growth and development in medium and small banks and above all good image of the organisation and the moral support provided to employees. Hence, the extent of agreement on quality of work life has been higher in medium & small banks than large banks.

- Ownership pattern of bank-wise results depict that there exists significant
difference in the mean scores of two groups i.e. public sector banks and private sector banks on seven dimensions of quality of work life. The private sector bank employees have obtained higher agreement on the four dimensions viz. ‘adequate and fair compensation’, ‘fringe benefits and welfare measures’, ‘work load’, and ‘work and total life space’. While, the employees of public sector banks are more satisfied with job security, reward and penalty system, and image of organisation in society.

- Significant differences were obtained between the mean scores of the officers of public sector banks and private sector bank regarding the dimensions viz. ‘adequate and fair compensation’, ‘work load reward and penalty system’, ‘work and total life space’, and ‘image of organisation in society’. The officers of private sector banks have higher extent of agreement on ‘adequate and fair compensation’, ‘work load’, and ‘work and total life space’. On the other hand, the officers of public sector banks exhibited higher agreement on the dimensions viz. ‘reward and penalty system’, and ‘image of organisation in society’.

- The result depicts that no significance difference has been found between the officers and clerical staff of public sector banks regarding twelve dimensions. The finding revealed that the significant difference was observed only on one dimension i.e. ‘work and total life space’ in which clerical staff have obtained the higher extent of agreement.

**Findings related to Organisational Commitment**

The perception of bank employees on organisational commitment has been computed with the help of mean, standard deviation, rank, and t-value. The three components of organisational commitment contain eighteen statements. Each of the three components Normative Commitment, Affective Commitment, and Continuance Commitment has six statements. The result of two tailed t-test conducted in order to test mean scores of each of the statements against the null hypotheses of no significant difference from middle scale value (3) brings out the following:

- The perception of the respondents regarding the ‘Normative Commitment’
has been found on the higher side of hypothetical value which depicts that the employees in banking organisation are loyal to their organisation and owe a great deal to this organisation. Further, the agreement level has been found on neutral level regarding the statements viz. the employees would not leave this organisation right now because they have a sense of obligation to the people in it, they feel obligation to remain with their current employer, and they would feel guilty if they leave their organisation now.

- Regarding the aspect ‘Affective Commitment’ the higher agreement level has been found on each of the statements which exhibits that the employees really feel that their organisation’s problems are their own, their organisation has a great deal of personal meaning for them, they feel like a part of family at their organisation, they would be very happy to spend rest of their career with their organisation, they feel a sense of belonging to their organisation, and feel emotionally attached to their organisation.

- The results regarding ‘Continuance Commitment’ exhibited that the employees agree that staying with their organisation is a matter of necessity as much as desire; and too much of their life would be disrupted if they decided to leave this organisation now; it would be very hard for employees to leave their banks, they have to few options to consider leaving this bank; and they have put so much of themselves into this organisation.

**Findings related to Comparative Analysis of Dimensions of Organisational Commitment**

Findings of comparative analysis made in order to find out whether there exists any significant difference in the perceived organisational commitment across qualification, age, income, job experience, gender, designation, area of banks, and marital status are given as follows:

- The results of ANOVA reveal that there is significant difference in the mean scores across the four education-wise groups regarding each of the components of organisational commitment. The highest agreement has been exhibited by the respondents up to senior secondary group towards each of three components of organisational commitment. In contrast, highly qualified
Post Graduates have the lowest level of agreement on ‘Normative Commitment’ and ‘Affective Commitment’.

- The study reveals that the significant difference has been exhibited in the mean scores across the four age-wise groups on three components of organisational commitment. The lowest agreement level has been accorded by the respondents belonging to the age group of less than 30 years on ‘Normative Commitment’, ‘Affective Commitment’ and ‘Continuance Commitment’, while the highest extent of agreement has been found in case of the respondents of group 50 years and above on ‘Normative Commitment’ and ‘Continuance Commitment’.

- The result exhibits that significant differences were observed in the mean scores across the four income-wise groups of respondents on all three components of organisational commitment. The respondents belonging to monthly income of less than ₹25,000 have the lowest level of agreement on ‘Normative Commitment’, ‘Affective Commitment’, and ‘Continuance Commitment’. The respondents of the income group of ₹40,001 to ₹55,000 have obtained the highest agreement on ‘Normative Commitment’, and ‘Continuance Commitment’. Regarding the component of ‘Affective Commitment’, the highest agreement has been found with the respondents of income group i.e. ₹55,001 and above.

- Findings also revealed that job experience-wise significant differences have been obtained across the four groups of respondents on each components of organisational commitment. The lowest extent of agreement has been depicted by respondents having experience of less than 5 years and the highest extent of agreement has been accorded by the respondents having job experience of 15 to less than 25 years.

- Area-wise ANOVA results exhibits that no significant difference in the mean values was observed on three components of organisational commitment across the three groups of banks. It shows that the employees of rural, urban and semi-urban have equal level of agreement on Normative, Affective, and Continuance Commitment.
The result depicts that no significant differences have been obtained in the mean values between male and female employees regarding each of the three components of organisational commitment.

Finding also exhibited that significant differences have been found in the perception of married and unmarried employees regarding each of the three components of organisational commitment. The married employees have exhibited higher level of agreement than the unmarried employees regarding all the three components viz. ‘Normative Commitment’, ‘Affective Commitment’, and ‘Continuance Commitment’.

The study revealed that no significant differences in the mean value have been obtained between the perception of officers and clerical-staff of Public Sector Banks regarding each of the three components of organisational commitment. Hence, the same level of agreement has been exhibited by officers and clerical staff of Public Sector Banks on the organisational commitment.

The results indicate that regarding each of the components i.e. Normative Commitment, Affective Commitment and Continuance Commitment, the mean scores have been found significantly different between the Officers of Public Sector Banks and Private Sector Banks. In case of each of the components of Organisational Commitment, the Officers of Public Sector Banks are more committed to their banks than the Officers of Private Sector Banks. It may be due to attractive pay scales, allowances, and a better image of bank in society.

Size-wise comparison of banks exhibits that difference between the mean scores of Large Banks and Medium & Small Banks have been found significant for the three components i.e. Normative Commitment, Affective Commitment, and Continuance Commitment. The employees of Medium & Small Banks have obtained higher extent of agreement and they are more committed to their banks than the employees of Large Banks.

Ownership pattern-wise results of t-test exhibits that there is significant
difference between the mean scores of employees of Public Sector Banks and Private Sector Banks regarding Normative Commitment, Affective Commitment, and Continuance Commitment. In case of each of the components of Organisational Commitment the higher level agreement has been found in case of the employees of Public Sector Banks than the employees of Private Sector Banks.

**Findings related to Quality of Work Life, Job Satisfaction and Organisational Commitment**

- Multiple Regression analysis found that there exist a significant relationship between various dimensions of quality of work life and overall job satisfaction. The thirteen independent dimensions in the model explain 35 percent of the variation in overall job satisfaction. The positive values of regression coefficients of four independent dimensions viz. ‘work and total life space’, ‘opportunity for continued growth’, ‘adequate and fair compensation’, and ‘image of organisation in society’ indicate that they have a positive impact on overall job satisfaction of employees working in commercial banks. However, reward and penalty system, and participation in decision making have negative impact on overall job satisfaction.

- Another Regression model has found that thirteen dimensions of quality of work life explained the 42 percent of variation in the Organisational Commitment. ‘Adequate and fair compensation’, ‘job security’, ‘reward and penalty system’, ‘work and total life space’, and ‘image of organisation in society’ have a significant and positive impact on organisational commitment of bank employees. However, ‘work and total life space’ dimension of quality of work life has a significant but negative effect on Organisational Commitment of bank employees.
SUGGESTIONS

The banking industry is a service industry which provides its services to the customers. Banking is concerned about managing operations and building relationship with the clients. The development of many new private sector banks and as well as foreign banks has led to cut throat competition. Many innovations have emerged due to technological changes in Indian banking industry. Hence, the ultimate objectives of the banking organisations are improving the efficiency of available resources, increasing the return on investments, enhancing the productivity, and profitability of their banking organisation. Human resources play an important role in the banking organisations in fulfilling these objectives. The quality of work life is the primary drive area which concern with developing the skills of employees, motivating them and ensuring that they will continue to maintain their commitment and will not leave their organisation. So, the suggestions based on the findings of the study can help the banking sector to improve the quality of work life of its employees. The key suggestions to uplift the QWL in commercial banks are as follows:

- The study has exhibited that the dimensions such as adequate and fair compensation, fringe benefits and welfare measures, job security, safe and healthy physical environment, work load, opportunity to use and develop human capacity, opportunity for continued growth, human relations and social aspect of work life, participation in decision making, reward and penalty system, equity, justice and grievance handling, work and total life space, and image of organisation in society are important for building quality of work life in banking sector. Out of which work and total life space, work load, and adequate and fair compensation need to be paid more attention by the commercial banks, while framing its policies for improving the quality of work life. The work and total life space needs to be given maximum attention to enable employees fulfil their family and social obligations and pursue their hobbies. The solution of this dimension is linked with work load management.
• The Quality of Work Life dimensions viz. image of organisation in society, reward and penalty system, safe and healthy physical environment, equity, justice and grievance handling, and job security have been found quite well in the commercial banks. Thus, the banking organisations should adopt the strategies to maintain the above dimensions for improving the performance of their employees working in commercial banks.

• Considering the differences in the level of agreement among four employees’ groups based on educational qualification, the lowest level of agreement with regard to the job security, and image of organisation in society dimensions of quality of work life has found in case of the employees who are Graduates. It is suggested that the banking organisation need to pay more attention towards the graduates in order to improve their quality of work life. Therefore, suitable measures need to be adopted to improve the aspects like ‘job security’, and ‘image of organisation in society’ as now graduates has become a commonly prevalent qualification.

• Further, the banking organisations should devote more emphasis on quality of work life activities targeted at younger employees (less than 30 years) to retain them in the banks. The lowest level of agreement has been found in case of the employees less than 30 years with regard to the dimensions viz. reward and penalty system and image of organisation in society. However, the employees belonging to the age group of less than 30 years should be provided adequate and fair compensation, participation in decision making, opportunity to use and develop human capacity, fringe benefits and welfare measures, equity, justice & grievance handling, and opportunity for continued growth to meet their aspirations. For ensuring their better quality of work life and commitment, banks need to communicate them about the role their bank play in society so that they feel proud about image of their bank in the society. Employees above 50 years need to be given counselling for finding ways to deal with their ‘work and total life space’ related issues.

• Attention needs to given to income group of less than ₹25,000 to deal with their compensation and perception of image of bank in the society related
issues. Many of these persons are young, i.e. below the age of 30 years and hence when dealt properly will become committed to the bank.

- The bank employees having the lowest job experience i.e. less than 5 years have exhibited the lowest level of agreement with three dimensions of quality of work life which gives an adverse impression about the organisation. Therefore, the management of banking sector should focus on amending the level of agreement of their employees having less tenure of service with them. Suitable measures need to be taken to improve the ‘adequate and fair compensation’, ‘image of organisation in society’, ‘reward and penalty system’, ‘participation in decision making’, ‘opportunity to use and develop human capacity’, ‘opportunity for continued growth’, and ‘human relations and social aspect of work life’.

- Banks need to pay attention to their urban area employees in order to uplift their perception about ‘image of organisation in society’.

- The Indian banking organisations have made a great contribution in economic development of a country. Human resources play pivotal and sensitive position in banking sector. So, the banking organisations should focus on the both male and female employees by providing them equal opportunities for participation in decision making, promotion, pay package, reward and penalty system, and welfare facilities etc.

- The public sector banks need to increase the agreement level of their employees regarding work and total life space, adequate and fair compensation, participation in decision making, and fringe benefits & welfare measures. The public sector banks should raise the new recruitment in their banks so that work pressure of the existing employees can be reduced and thus it can ensures better quality of work life in the banks. Appropriate pay package and performance based increments should be provided to the employees.

- The research has brought out the main dimensions responsible for having low level of agreement of employees of private sector banks are ‘job security’, ‘reward and penalty system’, ‘work load’ and ‘work and total life
space’. The private banks need to concentrate on providing permanent job to the employees and the employees should be encouraged to give their suggestions for making important decisions for the improvement in the organisation. In addition to this, performance evaluation should be the basis of increment in order to give a better quality of work life to the employees.

- The study has taken three components of organisational commitment. These are- ‘Normative Commitment’, ‘Affective Commitment’, and ‘Continuance Commitment’. By giving due attention to each of these components, the bank management might be able to improve the level of commitment of employees.

- The young employees (age less than 30 years) and new recruited employees (experience less than 5 years) are less committed to their banks. The banking organisation should provide monetary and non-monetary benefits, so that the commitment is positively impacted. The measure taken to improve the quality of work life will also contribute in this pursuit.

- The organisational commitment in commercial banks on the basis of marital status of the employees has been found significantly different between married and unmarried employees. The unmarried employees have obtained lower level of agreement on all the three components of organisational commitment. So, suitable measures need to be taken to improve the commitment level of married employees. It can be improved by providing them job security, and opportunity for develop through interactions and discussions of important issues with the employees, giving them reasonable work load to facilitate work and total life space management.

- The employees of large banks are less committed to their banks. So, these banks should focus on improving the level of commitment by seeking more contribution of employees in performing tasks which increased the knowledge and skills of employees.

- In order to improve overall job satisfaction of employees in commercial banks, their participation in decision making needs to enhance. These may include that the suggestions of the employees are considered by the
management while taking important decisions and whenever a decision affecting their day to day life. Also measures relate to reward and penalty system should be initiated. It can improve with the help of these ways i.e. hard work and achievements of employees are recognized appropriately, and the employees caught in committing serious offences are not left with minor punishment.

- Organisational Commitment can be improved by taking care of issues concerning ‘work and total life space’, ‘safe and healthy physical environment’, ‘work load’, and ‘participation in decision making’ in the commercial banks. The banking organisations should adopt suitable measures by providing them physical environment i.e. neat, clean, free from air and noise pollution, reasonable work load to facilitate the employees to fulfil their family and social obligations, and providing them opportunity to take decisions through interactions and discussions on important issues with the employees.